



Government Management, Accountability and Performance – GMAP






December 1, 2006

Performance Measures

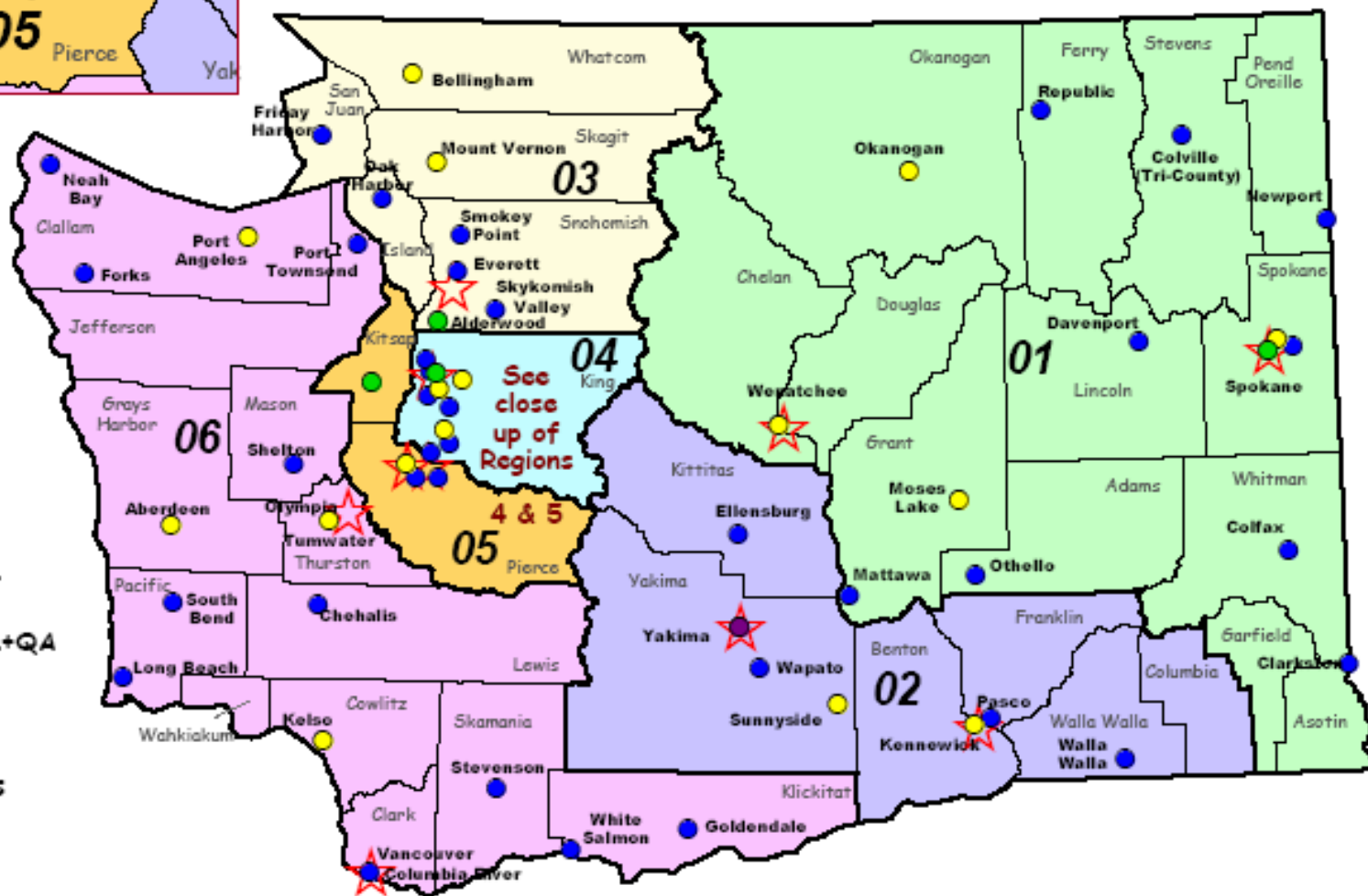
- **Caseload**
- **Comprehensive Evaluations**
- **Adult Participation in WorkFirst Activities**
- **Sanctions**
- **Child Care Subsidies**
- **Job Placement**
- **Median Wage**
- **Job Retention**
- **Exits Due to Self-Sufficiency**

Community Service, Child Support, Child Care and Early Learning Offices



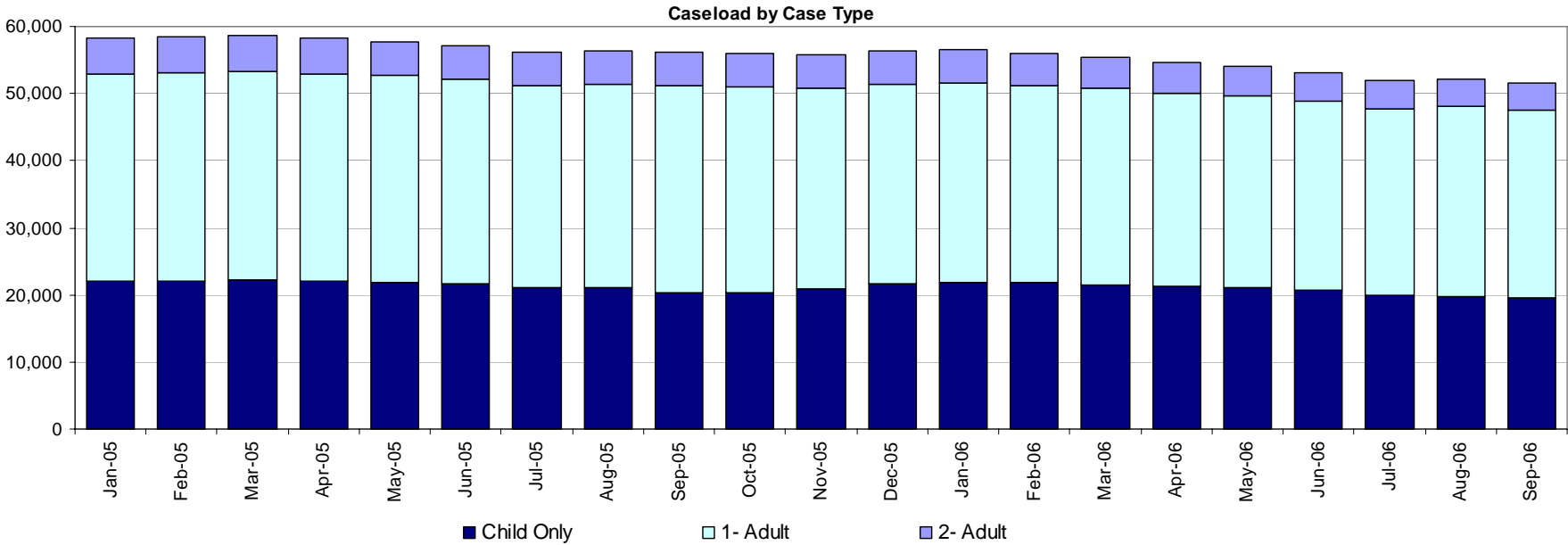
-  DCS
-  CSO Only
-  CSO+DCCEL
-  CSO+QA
-  CSO+DCCEL+QA

Shared Locations



MEASURE | Number of families receiving WorkFirst

TREND | Downward in all Regions



Caseload Changes Sept 2005 to Sept 2006				
Location	Total Cases	Child Only	1-Adult	2-Adult
Region 1	-8.5%	-3.2%	-9.9%	-21.1%
Region 2	-6.9%	-6.5%	-6.3%	-13.3%
Region 3	-10.6%	-3.5%	-11.8%	-30.0%
Region 4	-11.0%	-4.3%	-13.6%	-17.0%
Region 5	-7.9%	-2.9%	-8.2%	-24.2%
Region 6	-5.4%	-1.3%	-6.6%	-16.1%
Statewide	-8.3%	-3.5%	-9.6%	-19.9%

Caseload at September 2006							
Location	Total Cases	Child Only		1-Adult		2-Adult	
		#	%	#	%	#	%
Region 1	7,353	2,817	38.3%	3,955	53.8%	581	7.9%
Region 2	7,643	3,299	43.2%	3,792	49.6%	552	7.2%
Region 3	6,010	2,327	38.7%	3,227	53.7%	456	7.6%
Region 4	10,971	3,764	34.3%	6,255	57.0%	952	8.7%
Region 5	8,882	3,058	34.4%	5,185	58.4%	639	7.2%
Region 6	10,663	4,277	40.1%	5,572	52.3%	814	7.6%
Statewide	51,540	19,559	37.9%	27,986	54.3%	3,995	7.8%

Data Notes

SOURCE: ACES Data Warehouse as posted on Public Assistance Data Analysis website.
TIME FRAME: Case counts as updated October 10, 2006.

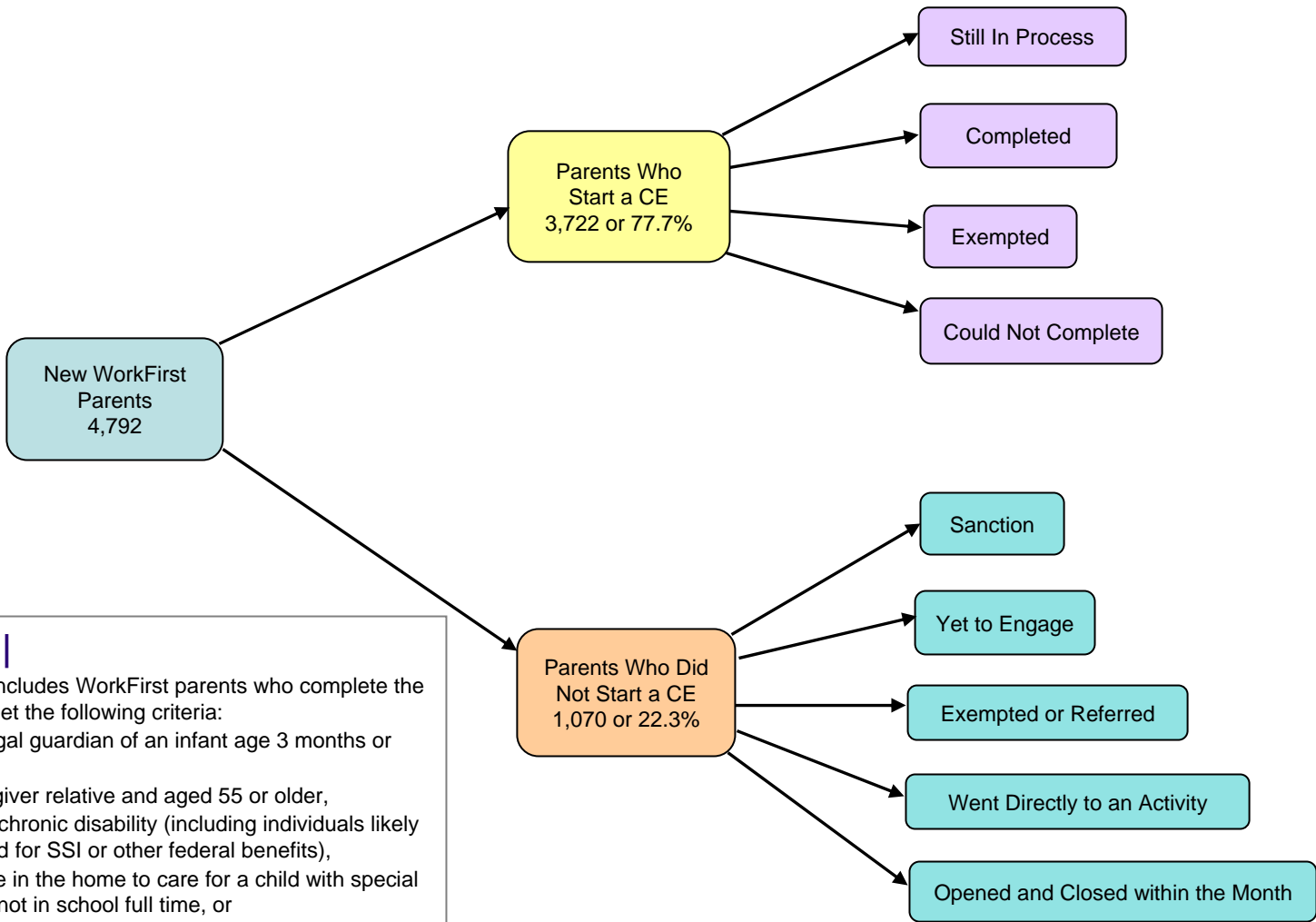
MEASURE | Number of families receiving WorkFirst

ANALYSIS |

- WorkFirst caseload has been declining beyond the seasonal pattern that is typically observed. Contributing factors include:
 - There were more families entering WorkFirst than leaving in SFYs 04 and 05. This trend was reversed in SFY06, with 47,932 entries and 52,579 exits during the year. We attribute this in part to:
 - ✓ Positive economic indicators, including a declining unemployment rate and increasing median household income.
 - ✓ Increased efforts to link families with alternatives to WorkFirst when appropriate (Positive Prevention Strategies).
 - ✓ The number of applications for WorkFirst decreased by 10% from SFY05 to SFY06, and it has since leveled off to a monthly average of 9,500 applications.
 - The overall child-only caseload has decreased since 2005. The decline can be attributed to:
 - ✓ A drop in undocumented immigrant cases (families where the parents are disqualified from receiving TANF based on their citizenship status). The greatest decline is in Region 2, which has the largest number of undocumented immigrant families on the child-only caseload.
 - ✓ Passage of Senate Bill 5213 in 2005, which restored TANF eligibility to persons convicted of a drug-related felony. In September 2005, approximately 900 cases were transferred from the child-only caseload to the 1 and 2-parent caseloads as a result of this change.
- Length of stay for families entering WorkFirst has been decreasing:
 - Families who entered in October 2004 stayed an average of 5.9 months in the following year, while families who entered in October 2005 stayed an average of only 5.5 months.

Action Plan	Who	Timeframe
Continue to provide upfront screening (Positive Prevention) to all new and returning WorkFirst applicants to determine whether services other than WorkFirst will meet their needs (Child Support, Basic Food, Medical Assistance, Unemployment Benefits, Child Care, or Diversion Cash Assistance).	Deb Marley	Ongoing with quarterly reviews. Next review 1/07.
Continue implementation and monitoring of program redesign: <ul style="list-style-type: none"> - Streamline the Comprehensive Evaluation process so parents can complete it quickly and move into activities that will improve their ability to leave WorkFirst. - Implement the Non-Compliance Sanction (NCS) policy to hold parents accountable for choosing not to participate in WorkFirst activities. 	Deb Marley Paul Trause Jim Crabbe Marijo Olson	CE efforts underway. Grants will be terminated beginning March 1, 2007.

MEASURE | Number and Percent of adults in the Comprehensive Evaluation (CE) during the month of August 2006



Data Notes

SOURCE: ACES Data Warehouse.
TIME FRAME: Case and component counts are for August 2006 as updated October 10, 2006. Data was “lagged” one month to allow for completeness.

MEASURE | Number and Percent of adults in the Comprehensive Evaluation (CE) process during the month of August 2006

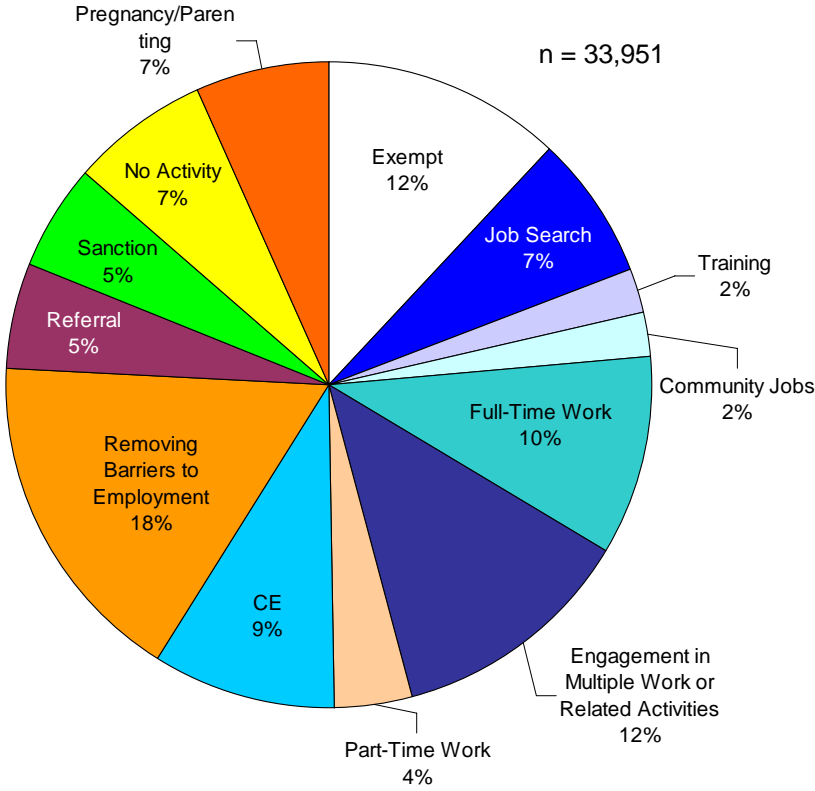
ANALYSIS |

- 4,792 parents entered WorkFirst in August 2006.
 - ✓ 3,722 or 77.7% started a Comprehensive Evaluation (CE). Of those:
 - 1,320, or 35.4%, completed the CE and went directly to a work-related or training activity.
 - 701, or 18.8%, were exempted or are currently being referred for services.
 - 771, or 16.1%, are still in process.
 - 96, or 2.5%, went into sanction or have yet to engage.
 - 1,005, or 27%, started the CE but could not or failed to finish due to emergent issues, failing to show up for appointments, or gaining employment.
 - ✓ 1,070, or 22.3% did not start a CE. Of those:
 - 159, or 14.8%, went directly to work-related or training activity.
 - 333, or 31.1%, were exempted or are currently being referred for services.
 - 507, or 47.3%, went into sanction or have yet to engage.
 - 254, or 23.7%, opened and closed their case within one month.
- Note: clients may be in more than one activity, thus the percentages may not total 100.*
- While the percent of parents who start a CE has increased from 71% to 78% since implementation, the percent of parents who successfully complete the process has remained relatively flat at about 36%.

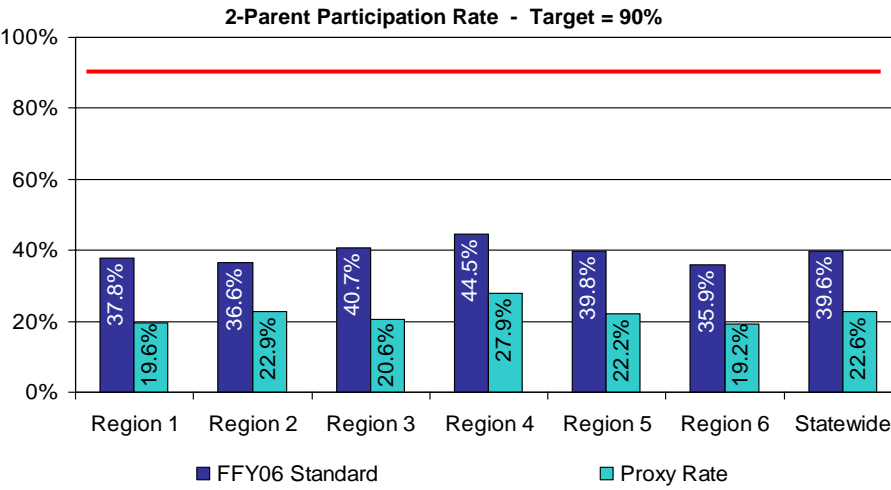
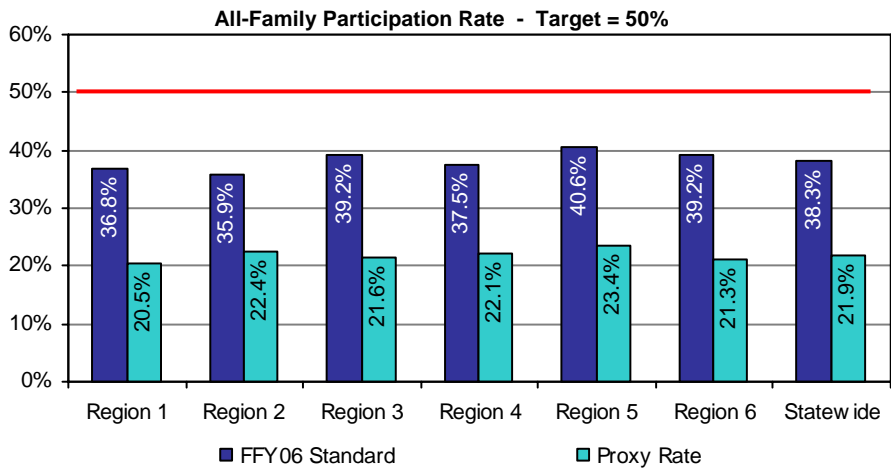
Action Plan	Who	Timeframe
<p>Continue to streamline the Comprehensive Evaluation process so families can complete it quickly and move into work activities. Planned strategies:</p> <ul style="list-style-type: none"> – Improve the automated tool to allow staff to update/build on information they have already gathered about the parent. This will reduce/eliminate the need for parents to repeat the CE. – Reduce the number of steps it takes a parent to complete the CE. – Develop a pilot program (6 offices) to test whether providing incentives to parents to complete the CE engage in activities will increase performance in this area. 	<p>Deb Marley Paul Trause Jim Crabbe Marijo Olson</p>	<p>Strategies will be implemented starting 12/1/2006.</p> <p>1st two strategies require automation changes and will take longer to implement.</p> <p>Pilot will run from 1/1/07 to 1/31/07.</p>

MEASURE | Current Participation – Activities where adults are engaged

Adult Participation in WorkFirst Activities
October 2006



Participation Rates at Federal Qualifying Standards
September 2006



ANALYSIS |

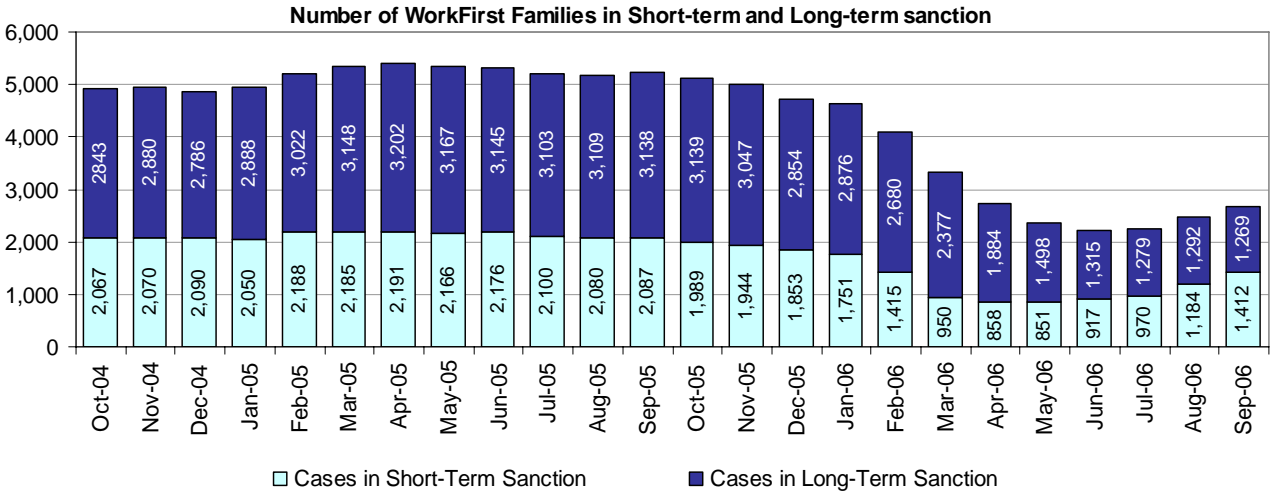
- The Deficit Reduction Act re-established the following state work participation requirements:
 - Maintains a 50% work participation rate for all families and a 90% rate for 2-parent families.
 - Redefines countable work activities and requires these activities to be supervised and verified.
 - Updates the base year for calculating the caseload reduction credit from FFY1995 to FFY2005.
- Under the new definition of countable work activities, a significant number of parents will no longer meet the federal participation requirement.
- Exempt category includes WorkFirst parents who complete the foundation and meet the following criteria:
 - A parent or legal guardian of an infant age 3 months or less;
 - A needy caregiver relative aged 55 or older;
 - A severe and chronic disability (including individuals likely to be approved for SSI or other federal benefits);
 - Required to be in the home to care for a child with special needs who is not in school full time; or
 - Required to be in the home to care for an adult relative with a disability.
- Work or work-like activities include: Working Full-time, Job Search, Pre-Employment Training, High Wage/High Demand, Community Jobs, Basic Education, English as a Second Language, and General Equivalency Degree (GED).
- 37% of all WorkFirst parents are engaged in work or work-like activities.
- 26% of all WorkFirst parents are engaged in a single work or work-like activity compared to 11% who are engaged in multiple activities.

Action Plan	Who	Timeframe
Planned WorkFirst changes to meet federal participation: <ul style="list-style-type: none"> – Increase capacity in existing work activities that count towards federal participation. – Restructure education and training programs and job search activities to meet new federal standards. – Create new services to accommodate the increased number of families who will need to be in countable work activities (Community Service, Work Experience, and services for LEP parents). – Combine services to meet work activity standards. 	Deb Marley Paul Trause Jim Crabbe Marijo Olson	Strategies will be implemented starting 12/1/2006. RFP issued for new community service programs on 11/17/06. “DRA 101” training available to staff 12/1/06.

MEASURE | Number of WorkFirst families in short-term and long-term sanction status

ANALYSIS |

- The number of families in sanction status declined by 52% from December 2005 to July 2006.
- Strategies to re-engage sanctioned parents have contributed to this decline, including:
 - ✓ Case reviews
 - ✓ Home visits
 - ✓ Mailers
 - ✓ Case Staffings
- The number of parents in sanction increased by 432 from July to September 2006. This upward trend coincides with the implementation of Comprehensive Evaluation in June 2006.
- Beginning March 1, 2007, families failing to participate for 6 consecutive months will lose their cash assistance. These families will continue to receive food benefits and medical assistance.



Caseload at September 2006							
Location	Total TANF Adult Cases	Cases in Sanction Status		Cases in Short-Term Sanction		Cases in Long-Term Sanction	
		Number	Percent	Number	Percent	Number	Percent
Region 1	4,536	414	9.1%	238	5.2%	176	3.9%
Region 2	4,344	357	8.2%	153	3.5%	204	4.7%
Region 3	3,683	255	6.9%	142	3.9%	113	3.1%
Region 4	7,207	507	7.0%	279	3.9%	228	3.2%
Region 5	5,824	514	8.8%	222	3.8%	292	5.0%
Region 6	6,386	634	9.9%	378	5.9%	256	4.0%
Statewide	31,981	2,681	8.4%	1,412	4.4%	1,269	4.0%

Action Plan	Who	Timeframe
Implement Non-Compliance Sanction (NCS) policy. <ul style="list-style-type: none">- Establish a Sanction Review Panel (SRP) to ensure equitable treatment for all parents.- Conduct case staffings and home visits to encourage sanctioned families to re-engage.	Deb Marley	9/1/06
Assign parents in sanction status to specialized workers.	Deb Marley	11/30/06

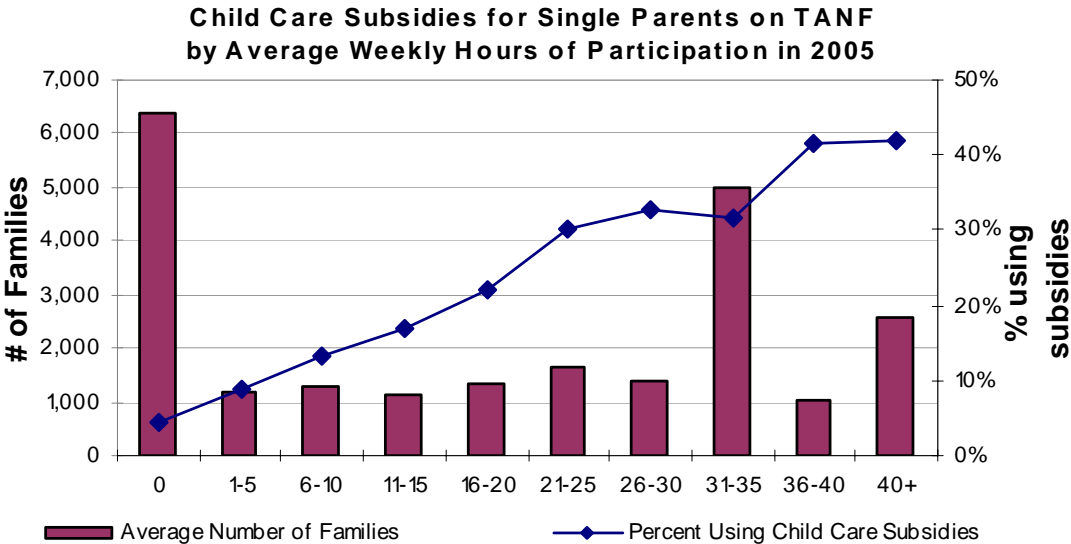
Data Notes

SOURCE: ACES Data Warehouse as posted on Public Assistance Data Analysis Website. Case counts updated October 10, 2006.
DEFINITION NOTE: Short-term is defined as cases in their first or second month of sanction.

MEASURE | Child care subsidies by hours of participation

ANALYSIS |

- In a typical month in 2005, 4,800 of the 16,600 single adult TANF families with some hours of participation used child care subsidies (29%).
- In SFY05, 22% of households using Working Connections Child Care were TANF families.
- Studies conducted in 1998, 2000/2001, and 2004 found that the most common reasons why families don't use child care subsidies were:
 - child care not needed or free
 - didn't believe they were eligible (non-TANF families)
 - their provider didn't qualify for subsidies
 - DSHS subsidy too much hassle
 - copay too high



For example: There were 4,968 families participating 31-35 hours per week. 32% of those families were using child care subsidies.

Action Plan

- Proposed strategies for investigating whether child care is a barrier to full-time participation:
- Review and analyze data on the timeliness of child care application approval and the length of child care certifications.
 - Run a cross match between Comprehensive Evaluation completion and child care subsidy use.
 - Conduct a survey of those not completing the Comprehensive Evaluation about obstacles for completion.

Who	Timeframe
Gary Burris Deb Marley	All strategies will be implemented by March 2007.

WorkFirst GMAP – Employment & Self-Sufficiency

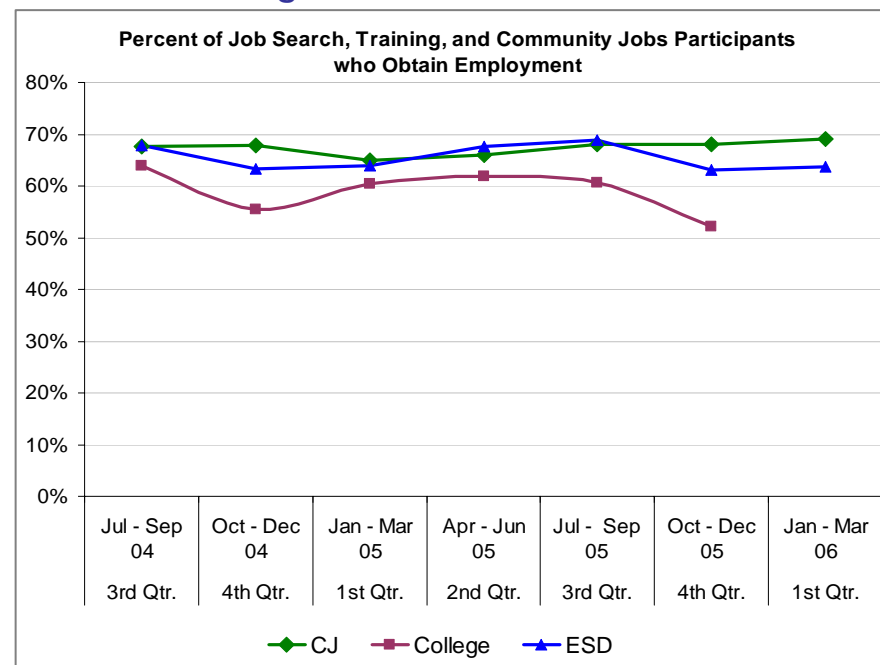


MEASURE | Percent of job search, community jobs and training participants who get a job

TARGET | Employment Security - 67% Community Jobs – 67% Colleges – 61%

ANALYSIS

- In calendar year 2005:
 - ESD: 16,332 of 24,806 (66%) WorkFirst parents were employed after receiving job search services. An annual rate of 66%.
 - College: 1,555 of 2,632 (59%) WorkFirst parents were employed after training.
 - CJ: 1,469 of 2,171 (68%) WorkFirst parents were employed after community jobs.
- Between January and June 2005, 60% of the parents that became employed left TANF within 3 months.
- ESD, the college, and community jobs each calculate entered employments in a manner unique to their program.
- Employment was 13% higher for participants who completed a full year of vocational training than for those who completed less than 1 year (72% compared to 59%), but less than 3% of WorkFirst participants completed a full year.



Action Plan

Improve quality of the Employment Plans developed during the Comprehensive Evaluation. By improving the employability analysis parents will be better engaged in employment pathways that lead to self-sufficiency. 100% review of employment plans. Currently at 90% complete.

Who

Paul Trause

Timeframe

December 2006

Increase the number of WorkFirst parents receiving assisted job matching from 52% to 75% and job referrals from 65% to 85% by providing intensive focused interaction between staff and parents.

Paul Trause

June 2007

Incorporate the use of Work Experience (WEX) and On the Job Training (OJT) into the job search strategy to develop employment opportunities for customers with little or no work experience.

Paul Trause

March 2007

Work with the colleges to increase vocational training options as a viable pathway to employment.

Paul Trause
Jim Crabbe

June 2007

Data Notes

Entered Employments defined as: job search to work in 90 days (ESD), enrollment to work anytime through the 4th quarter after enrollment (Community Jobs), employment earnings 90 days following completion of training (college).

SOURCE: UI Wage File, CARD, JAS. Data availability: Quarterly. Allow one quarter for UI wage completion. Data frame: varies by program.

WorkFirst GMAP – Employment & Self-Sufficiency

MEASURE | Median wage for WorkFirst job seekers who receive job search activities through Employment Security Department (ESD)

TARGET | \$8.75/hr statewide (based on 5% increase to the FY05 median wage baseline)

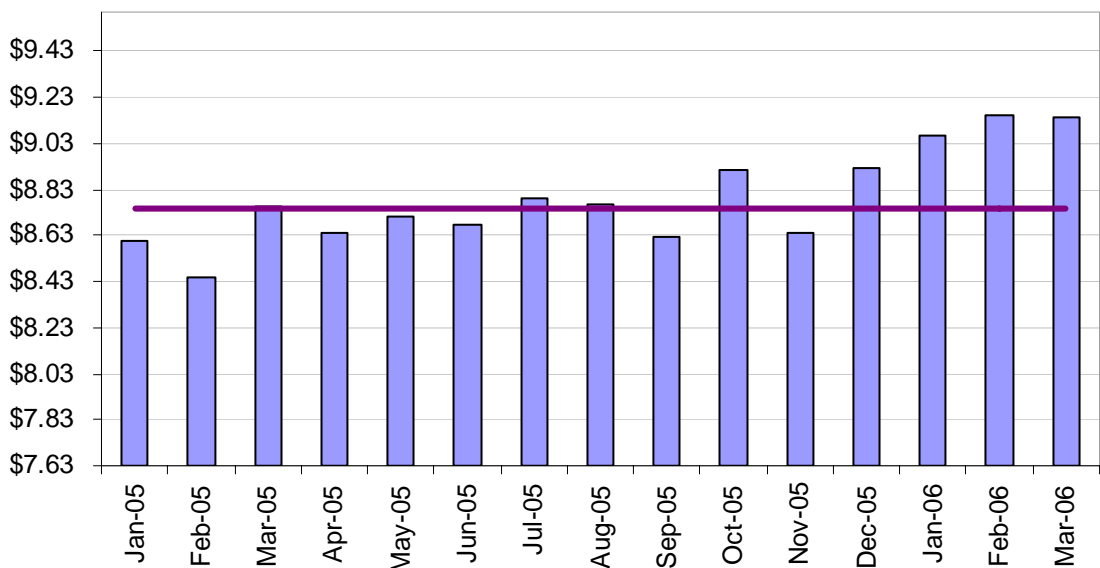
ANALYSIS

- In March 2006, Snohomish County had the highest median wage in the state at \$10.00/hr and Benton Franklin the lowest at \$8.11/hr.

Education & Training Information

- The median hourly wage entering employment was \$9.46 per hour for WorkFirst participants who left training in 2005.
- Median hourly wages were \$1.61 per hour higher for participants who completed a full year of vocational training than for participants who completed less than 1 year of vocational training (\$11.02 per hour compared to \$9.41 per hour).

Median Wage for Job Search Participants



Action

Use a “search for applicant” strategy to increase job matches for WorkFirst job seekers to higher paying job openings listed through WorkSource. Search for applicant is matching new job openings to job seekers immediately upon being listed with WorkSource.

Who

Paul Trause

Timeframe

June 2007

Improve the employability planning process in the Comprehensive Evaluation to identify and target additional training needs of WorkFirst parents to increase their employability in the local labor markets.

Paul Trause
Jim Crabbe

June 2007

Data notes

Median wage is defined as 50% of the WorkFirst job seekers hourly wage are above and below a median point in a group.
SOURCE: UI Wage File. Data availability: Quarterly. Allow one quarter for UI wage completion. Data frame: Apr. 2005 – Jun 2005.

WorkFirst GMAP – Employment & Self-Sufficiency

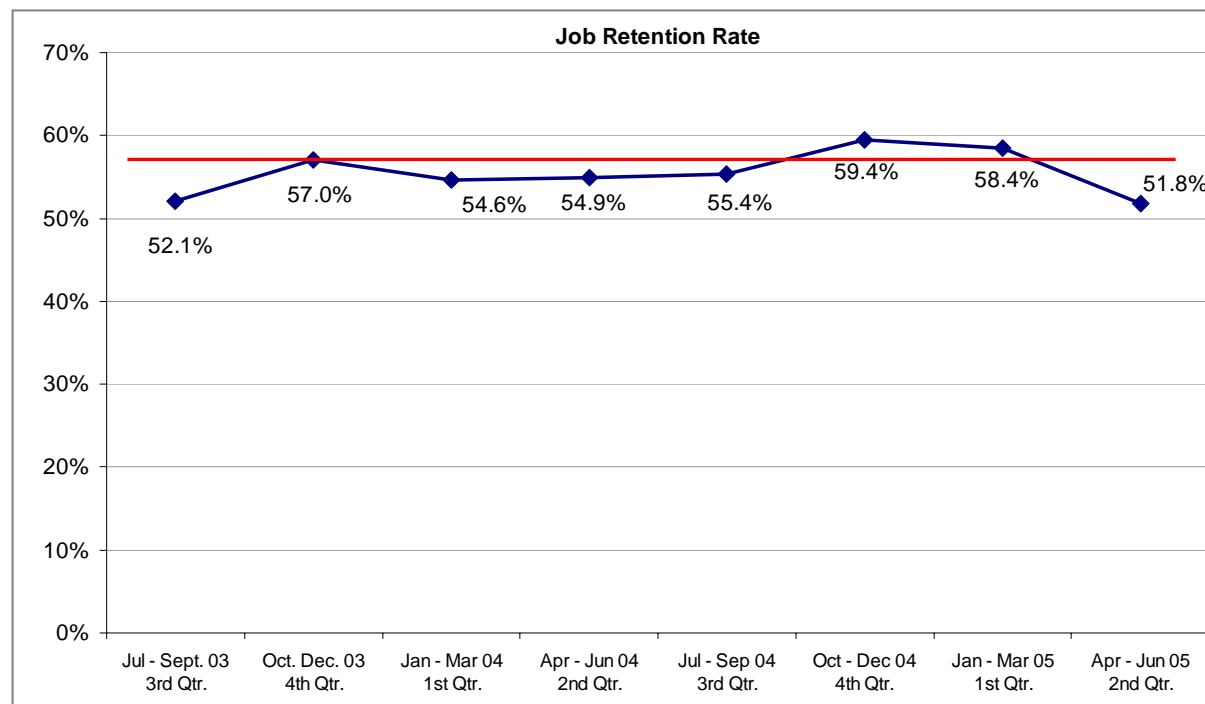


MEASURE | Job retention rate of WorkFirst job seekers who get a job and stop receiving welfare

TARGET | 57%

ANALYSIS

- Post employment strategy (WPLEX) was operating at full capacity in program year 2004 and was reduced in the first quarter of 2005 and subsequently eliminated in June 2005.
- There is a regional difference on this measure based on wage at and after exit from WorkFirst. In 2004, Seattle-King County had the highest job retention rate at 64%. During the same year, Eastern Washington had the lowest job retention rate at 45%.



Action	Who	Timeframe
Evaluate a post-TANF program strategy.	Paul Trause	March 2007
Develop an employment plan for parents leaving WorkFirst with employment to focus on continued work skill development to maintain or improve employment.	Paul Trause	March 2007 Implementation
Improve marketing of WorkSource services for people leaving WorkFirst.	Paul Trause	March 2007
Explore the continued development of incumbent worker training.	Jim Crabbe	January 2007

Data notes

Job Retention is of the number of TANF adult clients that have a job and earn at least \$1,875 in the quarter they exit TANF, and earn at least \$2,500 in the following three quarters or are still working and earn at least \$13,800 in a year.

SOURCE: CARD, UI-Wage File. Data availability: Quarterly. Allow one quarter for UI wage completion. Data frame: Jul. 2003 – Jun 2005.

WorkFirst GMAP – Self Sufficiency and Employment

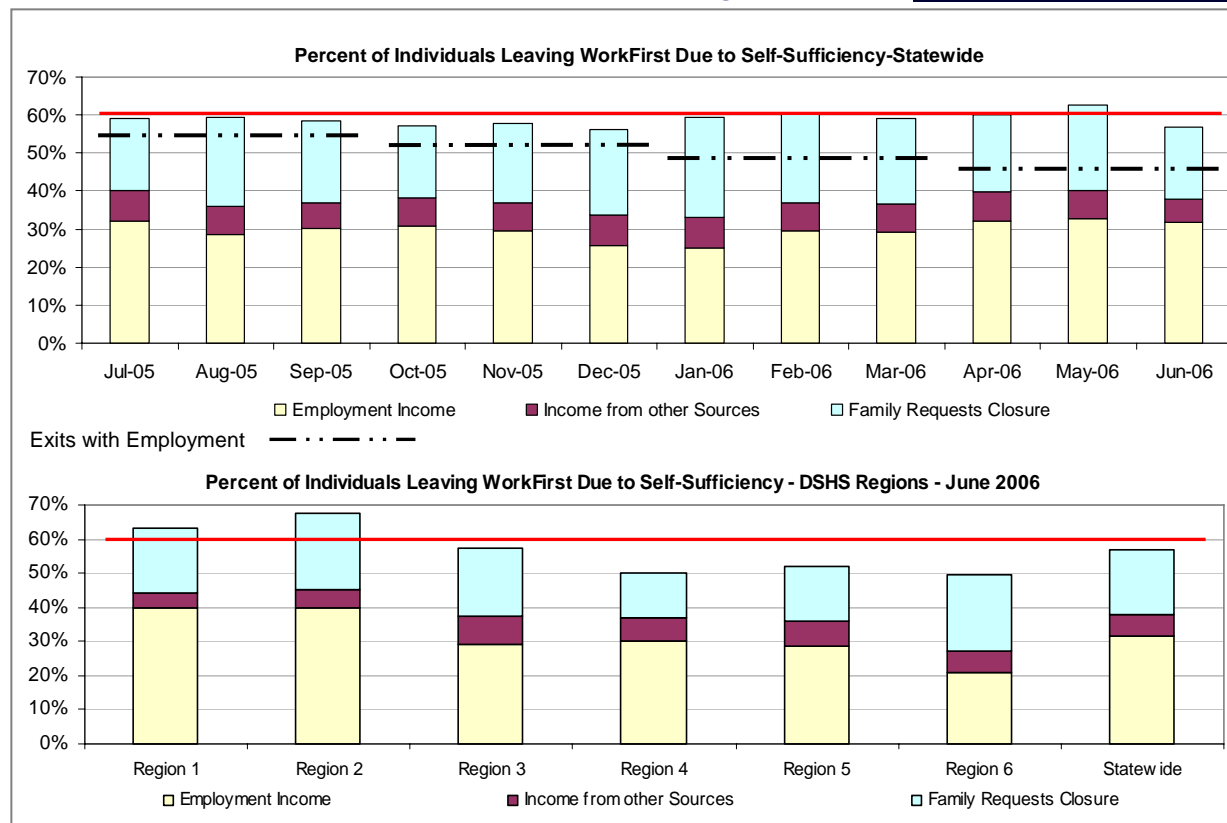
MEASURE | Percent of individuals who leave WorkFirst due to Self-Sufficiency

TARGET | 60%

ANALYSIS |

- Exits are defined as those families who leave WorkFirst for three months or more. Self-sufficiency is defined as exits due to income (employment or income from other source), and requests for closure. Income from other source may include child support, social security, and other benefits.
- In June 2006, 4,590 families left WorkFirst. 1,457, or 31.7%, of them left due to employment income.
- Performance has been steadily increasing since SFY01:

SFY01 = 54.8%	SFY02 = 55.6%
SFY03 = 56.8%	SFY04 = 56.4%
SFY05 = 58.3%	SFY06 = 58.9%



Action Plan

Implement the following strategies:

- Increase the number of families exiting due to self-sufficiency by connecting parents who can work as quickly as possible to work or work-focused activities which already meet the new federal participation requirements; and
- When appropriate, combine work-focused activities with other activities to maximize participation and meet the required 32-40 hours of activity per week.

Who

Deb Marley
Paul Trause
Jim Crabbe
Marijo Olson

Timeframe

12/1/06

Data Notes

SOURCE: ACES Data Warehouse as posted on Public Assistance Data Analysis Website. Exits with Employment line represents data from the Unemployment Insurance (UI) Wage File.

TIME FRAME: Case and component counts are for August 2006 as updated October 10, 2006.

DATA NOTE: Data is lagged 3-months to see if individuals remained off the caseload.